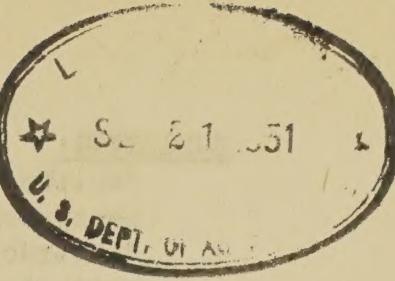


3  
+ REFERENCE MATERIAL ON MANAGEMENT //

245. Rural Electrification Administration //

July 2, 1951



To satisfy numerous requests for information and reading material on various aspects of management, there has been set up in Room 4024 a file on management subjects for the use of members of the organization.

A list of the material that is now available follows. This will be supplemented from time to time as additional subject matter is received. Your contributions to the collection as well as any suggestions you may have on how it can be made most useful are welcomed.

If you have any questions or want to request any material on this list, call either Mr. Robinson or Mr. Wagner, Extension 3158, Room 4024.

\*ACCOUNTING:

"Improvements in Federal Accounting", Gary, Noble, & Golze, from Public Administration Review, Autumn 1950.

"Progress Under The Joint Program To Improve Accounting In The Federal Government", (1) General Statement of Progress; (2) Developments in Significant Areas; (3) Individual Areas, Prepared by staffs of GAO, Treasury Dept. and Budget Bureau, Jan. 6, 1949.

"Joint Program For Improving Accounting In The Federal Government" .... (1) A general statement of policies & objectives; (2) A summary of work areas. Prepared by staffs of GAO, Treasury Dept. and Budget Bureau, Jan. 12, 1951.

ADMINISTRATIVE ISSUANCES AND INSTRUCTIONS:

"A Real Solution For The Paperwork Quandary", Comm. C. S. Arthur, from the U. S. Naval Institute Proceedings, Oct. 1947.

"Controlling Administrative Issuances", an outline for Panel Discussion.

"An Administrative Issuances Program", Bureau of the Budget, Feb. 1, 1949.

ADMINISTRATIVE SERVICES:

(See also Duplicating Processes, Office Layout & Management, Records Administration; etc.)

"Telephone Service - Basic Elements of Necessity and Use", Bureau of the Budget Management Bulletin, April 1947.

\*Subject headings under which material is filed are in capital letters.

BUDGETING:

"Written Justification of Budget Estimates", Bureau of the Budget Management Bulletin, June 1947.

"Instructions for the preparation and submission of annual budget estimates", Bureau of the Budget, 1950.

"Budget--Treasury Regulation No. 1", Issued by Bureau of the Budget and Treasury Department, Sept. 1950.

"The Federal Budget in Brief - Fiscal Year - 1952", Bureau of the Budget, January 1951.

"Performance Budgeting: Selected References", Bureau of the Budget, Library, April 1951.

CHARTING AND GRAPHING TECHNIQUES:

"Process Charting", Bureau of the Budget Management Bulletin, Nov. 1945.

CLASSIFICATION & SALARY ADMINISTRATION:

"Guide for Writing Position Descriptions", Civil Service Commission, February 1950.

"Classification in a Nutshell", Administrative Series No. 11, Office of Personnel, U. S. Department of Agriculture.

COMMITTEES & CONFERENCES:

(See also Meetings & Discussion Techniques)

"Committees as an Aid to Management; Selected References", Bureau of the Budget Library, Nov. 1949.

"Conference Sense", Bureau of Naval Personnel, Navy Dept., 1950.

COMMUNICATION:

The following are from a series of articles in Fortune Magazine on the problems of Communication;....

"Is Anybody Listening", Fortune, September 1950.

"The Language of Business", Fortune, November 1950.

"Have We Any Friends", Fortune, February 1951.

"Who Gets to See the Boss", Fortune, May 1951.

"Talks - A Guide to More Effective Speaking", Office of Personnel, U. S. Dept. of Agriculture, June 1950.

"Is Your Writing Readable", a method of measuring the reading ease and human interest of your writing, PMA, U. S. Dept. of Agriculture 1951.

CONGRESS - ORGANIZATION & LEGISLATION:

"Legislative Restrictions on Time Studies in the Federal Government", Bureau of the Budget, May 18, 1945.

DECENTRALIZATION & DELEGATION (WASHINGTON - FIELD RELATIONSHIPS):

"Washington - Field Relationships", Bureau of the Budget, Nov. 1941.

DUPLICATING PROCESSES:

"Appraisal and Control of Duplicating Service", Bureau of the Budget Management Bulletin, April 1949.

EXECUTIVE SELECTION & DEVELOPMENT:

"The Development of Administrators", Office of Personnel, U. S. Dept. of Agriculture, June 1941.

"Bringing Up the Boss - How to Groom Executives", Fortune, June 1951.

FORMS AND FORMS CONTROL:

"Control Manual - Standardization of Forms", Army Service Forces Manual M 703-6, August 1944.

"Standards for the Design of Report Forms", Bureau of the Budget, Aug. 1945.

"Simplifying Procedures Through Forms Control", Bureau of the Budget Management Bulletin, June 1948.

HUMAN RELATIONS:

"Human Factors in Management", Bureau of the Budget.

"The Human Factor Problem", Bureau of the Budget.

"Human Relations & Morale", from Public Personnel Administration, Mosher, Kingsley, & Stahl, (1950).

INSPECTIONS & FOLLOW-UP:

"Investigator and Investigatee", by Seidman and Tavner, Public Administration Review, Summer 1944.

"Inspection section of the Forrest Service Manual", July 1946.

MANAGEMENT BOOKS & PUBLICATIONS:

A list of Management Bulletins issued by the Bureau of the Budget.

"Management: A Bibliography", Bibliography #49, Division of Library & Reference Services, Dept. of State, September 1949.

"Management Periodicals Received by the Bureau of the Budget Library", September 1950.

"Lectures issued by Industrial College of the Armed Forces", Bureau of the Budget, April - May 1951.

\*\* "Publications and Books on Management", Management Division, REA June 8, 1951.

MANAGEMENT & ADMINISTRATION:

"Guide to Better Management", U. S. Dept. of Agriculture, May 1944.

"Problems Of Management In The Federal Government", from Blind Spots of Management, December 1944.

"Resistance to Shop Changes", Harvard Business Review, Autumn, 1945.

"The Proverbs Of Administration", Dimon, from Public Administration Review, Winter, 1946.

\*\* A copy is attached

#### MANAGEMENT & ADMINISTRATION: (con't.)

- "The Management Of Men", from Fortune, February 1949.
- "Tasks Of Management", Bureau of the Budget, February 1949.
- "Tasks Of Management", Bureau of the Budget, February 1949 (Assignment).
- "Past and Present Efforts to Improve Management", Bureau of the Budget, February 1949.
- "Instructions for Agency Management Improvement Plans", Bureau of the Budget, January 31, 1950.
- "Management Improvement Projects", U. S. Dept. of Agriculture, February 21, 1950.
- "How Can We Obtain Best Utilization of Equipment?", Discussion at Secretary's Staff Meeting, U. S. Dept. of Agriculture, Feb. 23, 1950.
- "How Can We Insure Best Utilization of Manpower?", Discussion at Secretary's Staff Meeting, U. S. Dept. of Agriculture, March 2, 1950.
- "Progress In Improving Federal Administration", Bureau of the Budget, December 1, 1950.
- "Guide to Management Improvement", REA, April 1951.
- "What A Good Administrator Thinks About", Secretary's Staff Meeting, U. S. Dept. of Agriculture, April 19, 1951.

#### "MANAGEMENT NOTES":

Current numbers of the Bureau of the Budget's "Management Notes", issued from time to time as an informal means of helping to acquaint Federal Agencies with ways that other Agencies have found to improve operations, reduce costs, and solve common management problems.

#### MANAGEMENT ORGANIZATIONS:

- "The Society for the Advancement of Management--What It Is, What It Does".

#### MEETINGS & DISCUSSION TECHNIQUES:

- "Rules of Order", PA - 118, REA, 1950.

#### OCCUPATIONS & PROFESSIONS: CAREER SERVICE:

- "Farm Credit Administration Career Program", General Policy, Jan. 22, 1951.
- "Your Career, -- Soil Conservation Service", Personnel Division, SCS, April 1951.

#### OFFICE LAYOUT & MANAGEMENT:

- "Office Layout and Space Requirement; Selected Readings", Bureau of the Budget Library, December 1949.

#### OPERATIONS AUDIT:

- "Office Operations Audit", from writings of Frank L. Rowland.
- "Administrative Audits And Inspections", Bureau of the Budget.
- "Operations Audit-A guide for the Audit of the Management and Program Activities of a Region", Federal Mediation & Conciliation Ser., March '50
- "Management Audit: Selected References", Bureau of the Budget Library, September 1950.

ORGANIZATION:

"Control Manual - Basic Principles of Organization", Army Service Forces Manual M 703-2, April 1943.  
"Mutable Principles of Organization", Bureau of the Budget, February 1, 1949.

ORGANIZATION & METHODS PROGRAM:

"General Considerations In The Administration and Internal Operations Of An Organization And Methods Office", Bureau of the Budget.  
"Questionnaire On Administration of Organization and Methods Work", "The Human Element in Organization and Methods Work -- Superior Slate Quarry", Bureau of the Budget.  
"Administration and Internal Operation of an Organization and Methods Office", Finley, Bureau of the Budget, June 27, 1946.  
"Scope of Organization and Methods Work", Bureau of the Budget, February 1, 1949.  
"Recruiting, Training, Developing and Supporting the O and M Staff, Reilley, February 1, 1949.

"PERSONNEL LITERATURE":

Current numbers of "Personnel Literature", a Bibliography on personnel subjects, issued monthly by the U. S. Civil Service Commission.

PLANNING & SUPERVISION OF RESEARCH:

"The Central Project Office in the Agricultural Research Administration", Agricultural Information Bulletin, No. 23, U. S. Dept. of Agriculture, November 1950.

PRODUCTION PLANNING & CONTROL:

"Control Manual - Fundamentals of Control", Army Services Forces Manual M-703-1, March 1943.  
"Characteristics of An Office Operation to be Scheduled", from The Office, May and June 1944.  
"Quality Control Reports - An adaptation of statistical quality control at Aldens'", Ballowe, September 1945.  
"Statistical Quality Control", Bureau of the Budget, February 1948.  
"Managerial Control Through Industrial Engineering", Thurston, Bureau of the Budget, February 1, 1949.  
"The Volume Factor in Production Planning", Bureau of the Budget, February 1, 1949.  
"The Division of Work", Bureau of the Budget, February 1, 1949.  
"Control of the Flow of Work", Bureau of the Budget, Feb. 1, 1949.  
"Production Planning and Control in Office Operations", Bureau of the Budget, Management Bulletin, October 1949.  
"Project Control System for Management Division", REA Management Division, January 1951.  
"The Rural Electrification Administration's Production Control System", REA, March 26, 1951.

"PUBLIC MANAGEMENT SOURCES":

Current numbers of "Public Management Sources", A bibliography on management subjects, issued semi-monthly for use of the Bureau of the Budget Staff.

RECORDS ADMINISTRATION:

"Personnel Records & Control", A check list for evaluation and improvement, Bureau of the Budget Management Bulletin, Jan. 1945.  
"Fiscal Records and Controls", A check list for evaluation and improvement, Bureau of the Budget Management Bulletin, Jan. 1945.  
"Property Records and Controls", A check list for evaluation and improvement, Bureau of the Budget Management Bulletin, Jan. 1945.  
"Progressive Indexing and Filing", Condensed Course for Government Offices, Remington Rand, 1949.  
"Records Management and Administration: Selected References", Bureau of the Budget Library, March 1950.

REORGANIZATION:

"Agency Liquidation or Reduction: A Procedural Guide", Bureau of the Budget Management Bulletin, July 1945.  
"Reorganization of the Executive Branch of the Federal Government, An Annotated Bibliography", Bureau of the Budget Library, Dec. 1950.

REPORTS AND REPORTING:

"Performance Reporting", Treasury Department, May 1950.

SCIENTIFIC MANAGEMENT:

Scientific Management section of the Forest Service Manual, July 1950.

SECRETARIAL WORK & OFFICE PRACTICE:

"Better Utilization of Stenographers and Typists - A handbook for supervisors", U. S. Civil Service Commission, May 1944.

STAFF FUNCTIONS:

"Consultants As An Aid to Management, A selected list of references", Bureau of the Budget Library, December 1949.

STATISTICS:

"Operating Statistics as a Tool of Management", Gordon, Public Administration Review, Summer 1944.

"Statistical Services of the U. S. Government", Bureau of the Budget, August 29, 1947.

SUGGESTION SYSTEMS:

"Some Guides for Administrators for Putting Ideas to Work", U. S. Department of Agriculture, September 1945.

"A Guide for a Member-Employee Suggestion Award System for Electric Cooperatives", National Rural Electric Cooperative Association in Cooperation with REA, 1950.

SUPERVISORS & SUPERVISION:

- "A Guide for Improvement of Supervision", Office of Personnel, U. S. Dept. of Agriculture, May 1944.
- "Temporary Standards for Appraising Supervisory Performance", Office of Personnel, U. S. Dept. of Agriculture, 1945.
- "How to Supervise", Office of Price Administration, Sept. 1945.
- "Staff Development - The Supervisors Job", Training Manual No. 6, Federal Security Agency, 1948.

SURVEY PRINCIPLES & TECHNIQUES:

- "An Outline of General Survey Principles and Practices", Bureau of the Budget, June 1946.
- "Discussion Outline of Pitfalls to Avoid In the Conduct of Administrative Survey Projects", Bureau of the Budget, Feb. 1, 1949.

TESTS AND TESTING METHODS:

- "The Tests of Management", Fortune, July 1950.

TRAINING:

- "Off To A Good Start", Reading Script for Slide - film.
- "Suggestions to Supervisors", Office of Personnel, U. S. Dept. of Agriculture, June 1942.
- "Tips for Those Who Dictate", Office of Personnel, U. S. Dept. of Agriculture, June 1950.

U. S. DEPARTMENT OF AGRICULTURE - GENERAL:

Information about the U. S. Dept. of Agriculture.

- No. 1 Origin, Structure, and Functions of the U. S. Dept. of Agriculture.
- No. 2 Abridged list of Federal Laws Applicable to Agriculture (Including Reference to Former Functions).
- No. 3 Biographies of Persons in Charge of Federal Agriculture Work, 1836 to Date.
- No. 4 Condensed History of the U. S. Department of Agriculture (Useful for orientation).
- No. 5 Our Department Scientists (A popular discussion of past outstanding achievements of some of our famous natural science research workers).
- No. 6 Important Recent Achievements of Department of Agriculture Scientists.

U. S. DEPARTMENT OF AGRICULTURE - ORGANIZATION & METHODS CONFERENCE:

- "A Technique for Enlisting Employee Cooperation in the Improvement of Administration", Henry H. Farquhar, /A talk given on March 24, 1942 before the O & M Conference of the Dept. of Agriculture.
- "Administrative Levels", Oliver G. Brain, Farm Security Administration, A talk given on June 2, 1942.
- "Cutting Costs on the Emergency Rubber Project", Talks given on May 17, 1944, by C. M. Granger /and Dan Braun, Office of Personnel
- "Principles and Tests of Good Management", John J. Carson, A talk given on March 13, 1945.

U. S. DEPT. OF AGRICULTURE = O & M CONFERENCE (con't.)

"What are the Important Administrative Problems of the Department of Agriculture and Its Agencies as Seen by Top Management", Panel discussion of the Organization and Methods Conference of the U. S. Department of Agriculture, December 16, 1948,

(Panel:

Albert J. Loveland, Under Secretary of Agriculture, Chairman;

Dr. W. V. Cardon, Assistant Administrator, Agricultural Research Administration;

Lyle F. Watts, Chief, Forest Service;

Claude R. Wickard, Administrator, Rural Electrification Administration)

"How to Get the Staff of an Organization to Understand its Purposes and Objectives--What the Organization is trying to do and why, and how each Employee's job fits into the whole", Draft of a panel discussion of the O & M Conference, USDA, December 8, 1949.

(Panel:

W. A. Minor, Assistant to the Secretary, Chairman;

I. W. Duggan, Governor, Farm Credit Administration;

Jefferson C. Dykes, Assistant Chief, Soil Conservation Service;

C. W. Granger, Assistant Chief, Forest Service;

Claude R. Wickard, Administrator, Rural Electrification Administration)

"How to Plan, Schedule, and Control Operations and How to Find out What Progress is Being Made in Carrying Out Programs as Planned", Draft of a Panel discussion of the O & M Conference, USDA, May 11, 1950.

(Panel:

William C. Wise, Assistant Administrator, REA, Chairman;

S. R. Smith, Director of the Fruit and Vegetable Branch of the Production and Marketing Administration;

O. V. Wells, Chief, Bureau of Agricultural Economics)

U. S. = EXECUTIVE DEPARTMENTS & AGENCIES:

"The Executive Office of the President: Selected References", Bureau of the Budget Library, July 1950.

"Conservation and Utilization of Manpower in the Federal Government", Bureau of the Budget, January 13, 1951.

"Executive Branch Responsibilities and Authorities for Defense Mobilization", January 30, 1951.

"U. S. Bureau of the Budget - Functions and Organization", May 15, 1951.

VISUAL & AUDIO VISUAL AIDS:

"Seeing Is Believing", Report of Federal Visual Aids Work Shop, April 24-28, 1950.

WORK MEASUREMENT:

"Control Manual - Work Measurement", Army Service Forces Manual M 703-5, January 1945.  
"Work Measurement - An Integrated Reporting System", A case study, Bureau of the Budget, March 1947.  
"A Work Measurement System - Development & Use", A case study, Bureau of the Budget Management Bulletin, March 1950.  
"Techniques for the Development of a Work Measurement System", Bureau of the Budget, March 1950.  
"Work Measurement in Performance Budgeting and Management Improvement", Bureau of the Budget, March 1950.

WORK SIMPLIFICATION & IMPROVEMENT:

The Supervisor's part in Work Simplification, A Picture Chart.  
"Supervisor's Guide to the Work Distribution Chart", (Picture Chart).  
"Supervisor's Guide to the Work Count", (Picture Chart).  
"Supervisor's Guide to the Process Chart", (Picture Chart).  
"Control Manual - Simplification (Materials Handling)", Army Service Forces Manual M 703-4, October 1943.  
"Control Manual - Work Simplification", Army Service Forces Manual M 703-3, May 1944.  
"Control Manual - Simplification and Standardization of Procedures", Army Service Forces Manual M 703-7, September 1944.  
"Case Reports of Work Improvements", Compiled from Management Improvement Reports, U. S. Dept. of Agriculture, May 1945.  
"Methods of Organizing Work", Bureau of the Budget, June 1946.



UNITED STATES DEPARTMENT OF AGRICULTURE  
RURAL ELECTRIFICATION ADMINISTRATION  
WASHINGTON 25, D. C.

June 8, 1951

To : All Personnel, Management Division  
Rural Electrification Administration  
From : Chief, Management Division  
Subject : Publications and Books on Management

Purposeful reading for self-education and self-improvement should be a pleasant and stimulating experience, not an irksome task. Such reading, whether for the purpose of gaining information, increasing one's store of knowledge, or broadening one's basic culture, will not be very productive, if it proves boring or burdensome. Purposeful reading should be pleasurable reading, and if it is not a pleasure its benefit is negligible and temporary.

Reading of authoritative books on the subject of management is vitally necessary to retain one's proficiency in the profession and to keep oneself currently posted on the latest developments in the field.

With these points in mind, we are submitting this list of selected books on the subject. We hope this will help to fulfill the need for such a management bibliography which our field men have frequently requested.

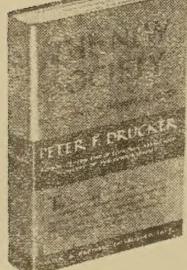
You will be sent supplemental lists from time to time.

We hope this will be a guide to you in the development of a small shelf of handy reference works on management.

THE FOLLOWING BOOKS are arranged in the order of frequency of selection by members of the panel. Volumes in the top group were listed, as indicated, by more than one member of the panel.

No limit was placed on the number of volumes that could be listed. Therefore, while frequency of selection is an index of merit and wide readership, it is not meant to be a final criterion. Some panel members submitted one or two choices, others listed five or more books.

Each selection represents the choice of panel members based on personal knowledge of current books.



#### SELECTED BY FIVE MEMBERS OF THE PANEL

**THE NEW SOCIETY.** By Peter F. Drucker.  
**THE SCIENTIFIC APPRAISAL OF MANAGEMENT.** By Jackson Martindell.<sup>2</sup>

#### SELECTED BY FOUR MEMBERS OF THE PANEL

**BONDS OF ORGANIZATION.** By E. Wight Bakke.  
**THE GROWTH AND DEVELOPMENT OF EXECUTIVES.** By Myles L. Mace.

#### SELECTED BY TWO MEMBERS OF THE PANEL

**PUBLIC ADMINISTRATION.** By Simon, Smithburg and Thompson.<sup>3</sup>  
**DEVELOPING MEN FOR CONTROLLERSHIP.** By Thornton F. Bradshaw.  
**PRODUCTION PLANNING AND CONTROL.** By Thomas M. Landy.<sup>4</sup>  
**STREAMLINING BUSINESS PROCEDURES.** By Richard H. Neuschel.  
**PUBLIC RELATIONS HANDBOOK.** By Philip Lesly.  
**THE POWER OF PEOPLE.** By Charles P. McCormick.  
**MANPOWER ECONOMICS AND LABOR PROBLEMS.** By Dale Yoder.<sup>5</sup>  
**MANAGERIAL PLANNING AND CONTROL.** By Billy E. Goetz.<sup>6</sup>



# Management Books of the Year

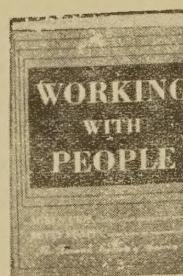
*A selection of the outstanding literature in the field of management principles, philosophies and techniques.*

Reviews of selected books which appeared in 1950 issues of ADVANCED MANAGEMENT are shown by the following numbers keyed to titles shown below:

1. June	5. December
2. September	6. February
3. October	7. May
4. November	8. August

9. November

#### SELECTED BY ONE MEMBER OF THE PANEL



**WORKING WITH PEOPLE.** By Uris and Shapin.  
**ENGINEERING ECONOMIC ANALYSIS.** By Clarence E. Bullinger.  
**SECURITY, LOYALTY AND SCIENCE.** By Walter Gellhorn.  
**OUR MORE PERFECT UNION: FROM EIGHTEENTH-CENTURY PRINCIPLES TO TWENTIETH-CENTURY PRACTICE.** By Arthur N. Holcombe.

**GIANT BRAINS OR MACHINES THAT THINK.** By Edmund C. Berkeley.

**LIFE OF AN AMERICAN WORKMAN.** By Walter P. Chrysler.

**INDIVIDUAL INITIATIVE IN BUSINESS.** Edited by George H. Allen.

**MILITARY MANAGEMENT FOR NATIONAL DEFENSE.** By John R. Beishline.

**OFFICE METHODS, SYSTEMS, AND PROCEDURES.** By Irvin A. Herrmann.

**LAYOUT PLANNING TECHNIQUES.** By J. R. Immer.<sup>5</sup>

**INSPECTION ORGANIZATION METHODS.** By James E. Thompson.

**THE HUMAN USE OF HUMAN BEINGS.** By Norbert Wiener.

**MAKING CAPITALISM WORK.** By Dexter M. Keezer and Associates.

**BUDGETARY CONTROL.** By Rautenstrauch and Villers.



**HUMAN RELATIONS IN INDUSTRY.** By Burleigh B. Gardner and David G. Moore.

**HIGHER CONTROL IN MANAGEMENT.** By T. G. Rose.

**THE DEVELOPMENT OF AMERICAN INDUSTRIES.** By Glover and Cornel.

**PROBLEMS IN PERSONNEL ADMINISTRATION.** By Richard P. Calhoon.<sup>6</sup>

**THE PSYCHOLOGIST IN INDUSTRY.** By M. E. Steiner.

**INTRODUCTION TO ECONOMICS.** By Theodore Morgan.

**APPRaising FITNESS BY MEANS OF PSYCHOLOGICAL TESTS.** By Donald E. Super.

**STEELTOWN.** By Charles R. Walker.

**SMALL PLANT MANAGEMENT.** Edited by Edward Hempel.

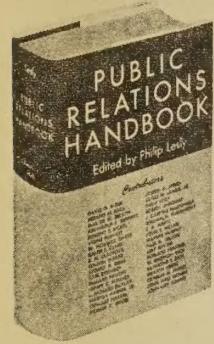
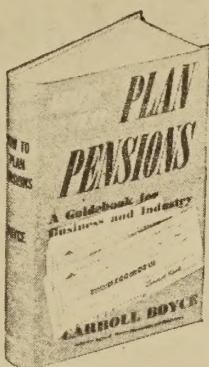
**TEXTBOOK OF OFFICE MANAGEMENT.** By Leffingwell and Robinson.

**LARGE SCALE ORGANIZATION.** By George E. Milward.

**HOW TO PLAN PENSIONS.** By Carroll Boyce.

**PUBLIC RELATIONS IN THE LOCAL COMMUNITY.** By Louis B. Lundborg.

**BOTTOM-UP MANAGEMENT.** By William B. Given, Jr.



**FROM THE WAGNER ACT TO TAFT-HARTLEY.** By Millis and Brown.

**THE MANAGEMENT OF PERSONNEL AND LABOR RELATIONS.** By Watkins, Dodd, McNaughton and Prasow.

**WAGE AND SALARY FUNDAMENTALS AND PROCEDURES.** By Lionel B. Michael.

**HOW TO TAKE A CASE BEFORE THE NATIONAL LABOR RELATIONS BOARD.** By the Bureau of National Affairs.

**THE HANDBOOK OF ADVANCED TIME-MOTION STUDY.** By L. Arthur Sylvester.<sup>7</sup>

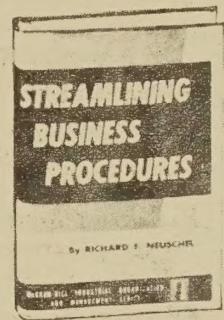
**HUMAN RELATIONS IN MODERN BUSINESS.** By a group of leaders in Business, Education and Religion.

**CYCLES.** By Dewey and Dakin.

**ORGANIZATION OF INDUSTRY.** By Alvin Brown.

**MOTION-TIME MEASUREMENT.** By Maynard, Stegemerten and Schwab.

**NATIONAL SECURITY AND INDIVIDUAL FREEDOM: A RESEARCH STUDY OF THE COMMITTEE FOR ECONOMIC DEVELOPMENT.** By Harold D. Lasswell.



## PANEL MEMBERS

The Editorial Board of ADVANCED MANAGEMENT acknowledges with gratitude the work of the panel members listed below.

**C. CANBY BALDERSTON,** Dean, Wharton School of Finance and Commerce, University of Pennsylvania

**WILLIAM H. BAUMER,** Special Assistant to the President, Johnson and Johnson

**HARVEY E. BECKNELL,** Chief of Management Research, U. S. Bureau of Labor Statistics

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**THOMAS G. SPATES,** Professor of Personnel Administration, School of Engineering, Yale University

**ARTHUR M. WEIMER,** Dean, School of Business, Indiana University

Most of these books may be purchased at a DISCOUNT. Address requests to:

George Anders, Management Division, REA. You will be billed by the publisher at the discount price.

MORE ON THIS LATER

# MANAGEMENT BOOKS Recently Received

*Outworn Business Idols*, by W. H. CONANT, 262 pages, Barron's Publishing Co., Inc., Boston 15, Mass., \$4.00

*Monopoly and Free Enterprise*, by GEORGE W. STOCKING AND MYRON W. WATKINS, 596 pages, The Twentieth Century Fund, \$4.00

*Quality Control, Principles, Practice and Administration*, by A. V. FEIGENBAUM, 443 pages, McGraw-Hill Book Co., \$7.00

*Executive Action*, by Learned, Ulrich and Booz, 218 pages, Harvard Business School, Division of Research, Boston, \$3.25

*Effective Management Through Probability Controls*, by R. K. MUELLER, 310 pages, Funk and Wagnalls Co., New York City, \$5.00

*Maintaining Competition*, by CORWIN D. EDWARDS, 337 pages, McGraw-Hill Book Co., \$4.00

*Pressures on Wage Decisions*, by GEORGE P. SHULTZ, 142 pages, John Wiley & Sons & MIT Press, \$3.00

*The Technique of Executive Control*, by ERWIN HASKELL SCHELL, 296 pages, McGraw-Hill Book Co., \$3.50

*PERSONNEL Handbook*, by JOHN F. MEE, The Ronald Press, 1167 pages, \$10.00

*New Times, New Methods & New Men*, by VERA M. CLARKE, 147 pages, George Allen and Unwin Ltd., Ruskin House, Museum St., London, England, \$1.50

*Man the Maker, A history of technology and engineering*, by R. J. FORBES, 355 pages, Henry Schuman, New York, \$4.00

*Paying for Defense*, 48 pages, The Research and Policy Committee, Committee for Economic Development, McGraw-Hill Book Company, New York City.

*Speaking Can Be Easy . . . for Engineers, too*, 24 pages, Engineers' Council for Professional Development, 39 West 39th Street, New York City, \$50

*American Express, A Century of Service*, by ALDEN HATCH, 278 pages, Doubleday & Co., Inc., Garden City, New York, \$3.50

*The Wage Adjustment Board*, by Dunlop & Hill, 166 pages, Harvard University Press, Cambridge, Massachusetts, \$3.50

*Coordination Between Engineering, Production and Sales*, 24 pages, American Management Association, New York City, \$50

*The Job of the Company President*, 23 pages, the American Management Association, New York City, \$.50

*Appraising Managerial Assets—Policies, Practices and Organization*, 27 pages, American Management Association, New York City, \$.50

*Maintaining Two-Way Communication*, 42 pages, American Management Association, New York City, \$1.00

*The Human Relations Job of Personnel Management*, 40 pages, American Management Association, New York City, \$.75

*Performance Rating and Job Analysis for Sales Personnel*, 25 pages, American Management Association, New York City, \$.75

*Controlling Indirect Labor and Maintenance Costs*, 22 pages, American Management Association, New York City, \$.50

*Operating Under Non-Occupational Disability Laws*, 22 pages, American Management Association, New York City, \$.50

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*Minnesota Manpower Mobilities*, 52 pages, Industrial Relations Center, University of Minnesota Press, \$1.00

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*The Human Group*, by GEORGE C. HOMANS, 484 pages, Harcourt, Brace and Company, New York City, \$6.00